



MICHIGAN'S WORKFORCE INVESTMENT ACT

Annual Report

July 1, 2001 to June 30, 2002

EXECUTIVE SUMMARY

The mission of the Michigan Department of Career Development (MDCD) is to develop a system that produces a workforce with the required skills to maintain and enhance the Michigan economy. As the MDCD strove towards achieving the mission, employers, job seekers, students, and parents gained many accomplishments in Program Year (PY) 2001 because of the many successful programs, projects and initiatives.

As a testament to the success of the Career Development System, the State of Michigan received an incentive grant for exceeding Program Year 2000 state projected levels of performance for Workforce Investment Act (WIA) Title I, the adjusted levels of performance for Title II, and the levels of performance for vocational education programs. Michigan was one of only 12 states that qualified for applying for the incentive grant. The incentive grant will fund the development and implementation of an innovative Incumbent Worker Training Program under WIA Title I.

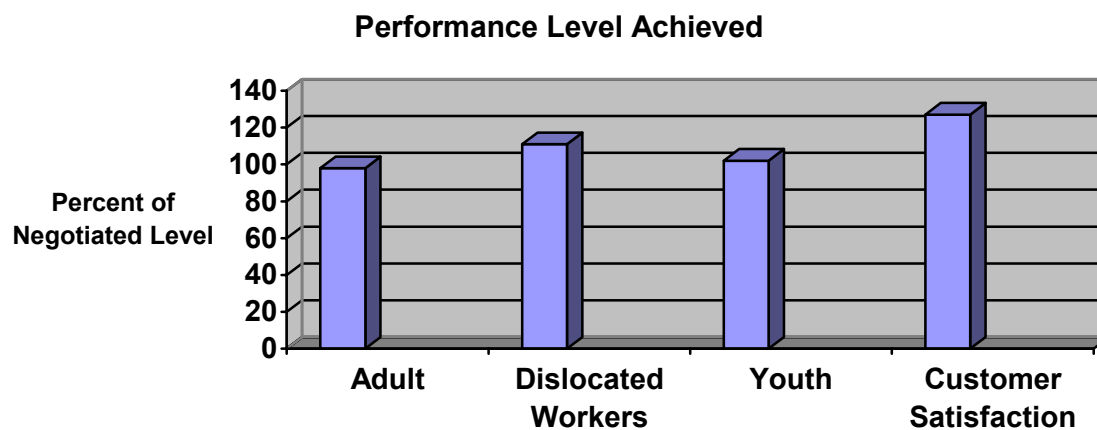
Over 450,000 visitors accessed the TalentFreeway in PY 2001. This number represents an increase of over 55% from the prior inaugural year. These visitors were able to quickly access a variety of resources available for the business community, job seekers, educators, students, and parents.

The Michigan Talent Bank (MTB), the state's online labor exchange system, received many improvements over the past year. Some of the changes included: consumers may gain access to the MTB through the TalentFreeway; job seekers able to spell check resumes and e-mail them directly to employers; and improved instructions making navigation easier within the site.

BeeFreeway was launched in January 2002. It is a three-year program that provides pre-paid online courses for employees of Michigan's small business.

The Michigan Works! Association, a nationally recognized workforce development association, published a report called "A Sound Investment" on the WIA Adult and Dislocated Worker programs. The report concluded that for every dollar invested, the Michigan Works! System avoided welfare, food stamp, and unemployment insurance costs. Furthermore, new revenues were generated from payroll tax dollars. The report illustrated an average return on investment of \$1.31 for every dollar invested in the WIA Adult program and \$1.68 for the WIA Dislocated Worker Program.

As the table illustrates, performance for the second year of WIA has resulted in Michigan exceeding the negotiated performance levels in the Dislocated Worker and Youth Programs as well as the Customer Satisfaction measures. Performance in the Adult Program was slightly below the negotiated levels.

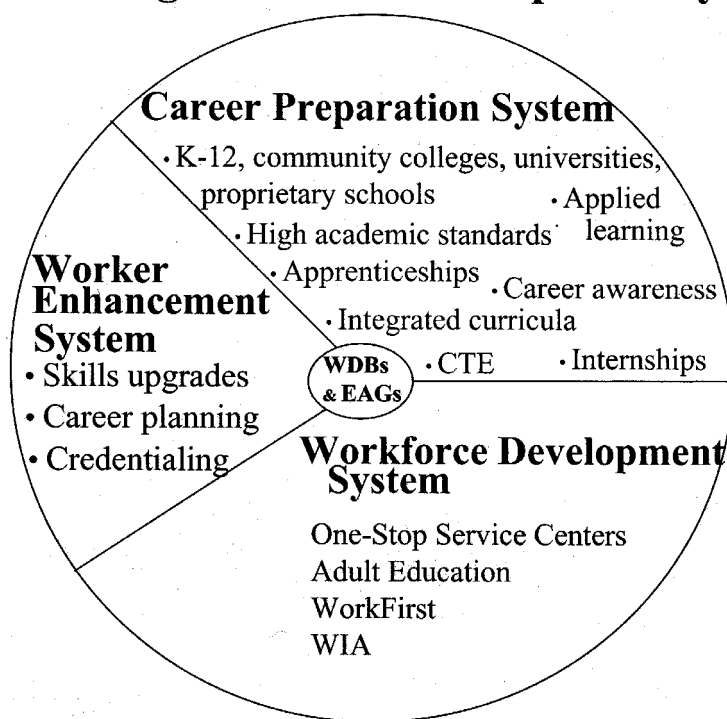


Note: Performance levels are calculated by dividing actual statewide PY 2001 performance by the negotiated planned performance level for the state for each WIA program and overall customer satisfaction.

MICHIGAN WORKS! SYSTEM

The MDCC is the state government agency charged with developing and continuously improving the Career Development System that produces a workforce with the required skills to maintain and enhance the Michigan economy. The MDCC, the Workforce Development Boards (WDBs), and the Education Advisory Groups (EAGs) oversee the Career Development System. The Career Development System is an integrated system that serves individuals who are working, preparing for work, or providing work. The system includes the Career Preparation System, Worker Enhancement System, and Workforce Development System.

Michigan Career Development System



- The Career Preparation System is for individuals entering the labor force and attending programs from K-12, postsecondary, career and technical, community colleges, universities, and private technical schools.
- The Worker Enhancement system is for incumbent workers desiring to increase their skills and earnings through employer based learning, customized training, and other skill-upgrading and credentialing programs.
- The Workforce Development System transitions workers from unemployment or dependent status to self-sufficiency. These individuals frequently receive services from

Michigan Works! Service Centers (MWSCs) for programs in WIA, adult education, vocational rehabilitation, and welfare reform.

Within the Career Development System is a system composed of a collaboration of service providers who collectively deliver many programs and services that prepare people for careers called the Michigan Works! System.

The Michigan Works! System focuses on providing information and resources to enable employers, job seekers, and students to successfully compete in today's economy and achieve economic security.

Within the Michigan Works! System are the MWSCs. Currently there are over 100 locally designed service centers meeting the needs of each Michigan Works! Agency's (MWAs) community. A map depicting the locations of the 25 MWAs is found in Appendix A.

A service center at one location, provides access to employers, job seekers and students a wide range of employment, training, and career education services. Every entry point within the system should lead to services relevant to the customers needs.

Available to everyone, the Michigan Works! System provides access to information gathering, labor market information, and self-serve career information. Additional special initiatives exist to assist veterans and people with disabilities.

The Michigan Works! System helps Michigan maintain a highly competitive position in a global economy. By matching employers and workers whose skills meet and or exceed the level demanded by the marketplace, the system ensures that everyone wins.

The National Alliance of Business recognized the Michigan Works! System as one of the most innovative in the country. Michigan has achieved a very high level of local decision-making that reflects the needs of both employers and job seekers.

MICHIGAN WORKS! SERVICE CENTERS

The MWSCs offer access comprising an integrated network of resources to a wide range of workforce and career development programs and services accessible to all Michigan residents.

The MWAs must determine the system design of the service centers based upon their local labor market needs. The MWAs must use the Michigan Works! System Minimum Standards as a “base guideline” for requirements of the MWSCs. Each MWSC design must take into consideration several guiding principals such as adhering to their local strategic plan, universality of access by employers and job seekers with multiple access points, service delivery that is driven by customer needs rather than program offerings, and integration of services that focuses on coordination and consolidation instead of duplication and fragmentation.

An array of core services is available at each service center to employers, job seekers and students. Employers have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the service centers’;
- Information or referral on business start-up, retention and expansion services;
- Information on customized training programs; and
- Information on labor markets, workplace accommodations, and tax credits for new hires.

Job seekers and students can access job search activities including, but not limited to:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on financial aid, occupational training, and workplace accommodations; and
- Access to the TalentFreeway including Michigan Talent Bank.

Currently there are 104 Michigan Works! Service Centers, as shown in Appendix B.

TALENTFREEWAY

The TalentFreeway is a comprehensive online service that uses a collaborative approach for individuals to explore careers, educational options, and find Michigan talent for jobs. The MDCD TalentFreeway supports many online resources for employers, employees, educators, parents, and students. The TalentFreeway provides links to these resources under one easy-to-remember location.

The site is the best way for an employer or job seeker to connect with employment matching opportunities, career planning, skills assessment, education, and training options.

There are several Web resources that are linked through the one-stop portal of the TalentFreeway. Some of the Web sites include:

- *Michigan Talent Bank* - www.michworks.org, a comprehensive job-matching system for employers and job seekers.
- *Career Education Consumer Report* - www.mycareereducation.org, lets individuals shop for education and training programs.
- *Michigan Occupational Information System* - <http://www.mydreamexplorer.org/md3/>, a site-licensed program with comprehensive career development for middle and high school students.
- *Michigan Education Development Plan* - <http://www.mydreamexplorer.org/md3/>, is a document to organize and produce education and training goals.
- *Michigan Virtual University* - <http://www.mivu.org/>, is a portal for Web-based training and course catalogs of Web courses at Michigan postsecondary institutions.
- *BeeFreeway* - <http://www.bee freeway.org/>, over 1,300 online training courses for business with 25 or fewer employees, in areas including business expertise, information technology, and professional effectiveness.

TalentFreeway is located at www.TalentFreeway.org and can be accessed from any location with Internet access, including the MWSCs, public libraries, or from home.



MICHIGAN TALENT BANK

The Michigan Talent Bank (MTB) is the state's Internet-based public resume and job posting database. The electronic database allows job seekers to create, post, and modify their resumes online. MTB also allows employers to post and modify job openings within their business, and to search the extensive database for prospective employees. MTB is available free of charge.

Michigan Talent Bank Summary

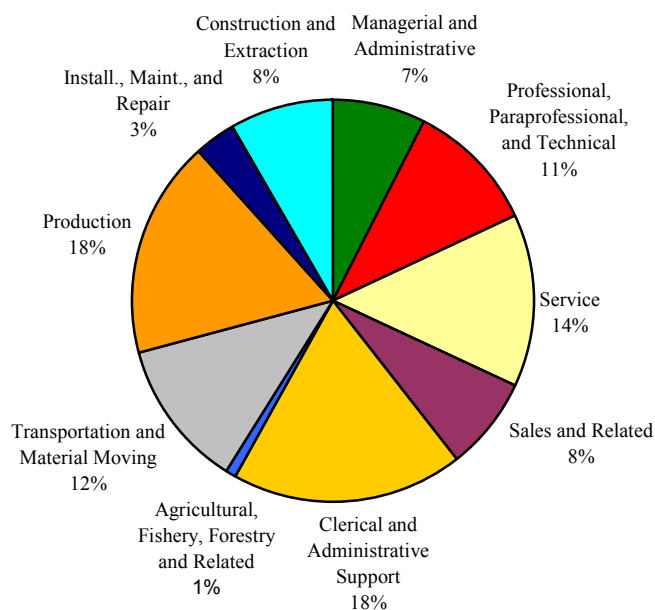
July 1, 2001 – July 31, 2002

Michigan Works! Agency	Number of Applicants
Area Community Service Employment & Trg. (ACSET) Council	37,343
Michigan Works! Berrien-Cass-Van Buren	16,892
Calhoun Intermediate School District	13,586
Capital Area Michigan Works!	23,290
Career Alliance, Inc.	32,513
Central Area Michigan Works! Consortium	14,125
City of Detroit Employment and Training Department	77,363
Eastern Upper Peninsula Michigan Works!	4,456
Kalamazoo-St. Joseph Michigan Works!	12,768
Michigan Works! Job Force/Six County Employment Alliance	10,827
Livingston County Job Training Services	4,954
Macomb-St. Clair Workforce Development Board, Inc.	49,758
Muskegon/Oceana Consortium	17,778
Northeast Michigan Consortium	10,286
Northwest Michigan Council of Governments	15,639
Oakland County Michigan Works!	50,619
Ottawa County Department of Employment and Training	12,060
Michigan Works! Region 7B Employment & Trg. Consortium	10,547
Saginaw-Midland-Bay Michigan Works!	24,262
South Central Michigan Works!	16,379
Southeast Michigan Community Alliance (SEMCA)	67,524
Thumb Area Michigan Works! Employment Trg. Consortium	13,783
Washtenaw County Emplymt. Trg. & Community Services Group	9,250
Michigan Works! West Central	10,130
Western Upper Peninsula Michigan Works!	4,995
Total	561,127

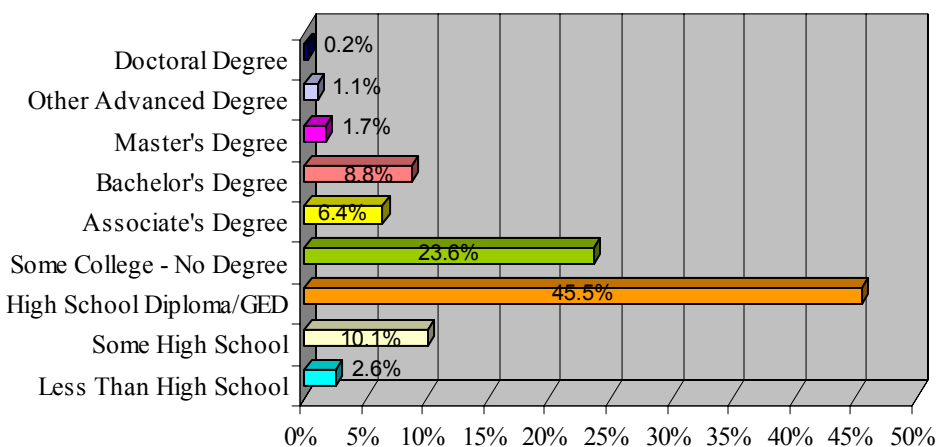
Highlights

Data taken from Michigan Talent Bank, summarizing the occupational and educational characteristics of active job applicants for the period July 1, 2001 to July 31, 2002.

Applicant Occupational Distribution



Applicant Educational Distribution



Michigan Talent Bank					
Applicants on MTB	PY 2000	412,464	PY 2001	561,127	% Difference ↑ 36%
Active Job Openings	PY 2000	27,378	PY 2001	25,052	% Difference ↓ 8%
Employers	PY 2000	34,810	PY 2001	45,820	% Difference ↑ 26%

Comparison between Program Year 2000 and Program Year 2001 for the number of applicants, active job openings and employers on the MTB.



MYSTERY SHOPPER PROGRAM

The Mystery Shopper program was developed by the MDCCD as a tool for assessing the quality of customer service delivered to the public through the Michigan Works! System. Telephone surveys and on-site visits are conducted to assess the delivery of employer and jobseeker services at each of the MWA service centers.

The integrity of the Mystery Shopper project is dependent upon the State's contractor successfully maintaining its anonymity. To ensure the authenticity of the data collected, the contractor designs telephone and on-site surveys that portray its staff as inquiring employers and job seekers. A portion of the jobseeker surveys are conducted by visually impaired and physically challenged individuals, as well as those presenting themselves as having minimal computer skills. The surveys are based upon the requirements established in the Michigan Works! System Minimum Standards and assess customer service delivery in the following manner:

- Telephone surveying is conducted twice at each MWSC, with a surveyor contacting each center posing once as an employer and once as a jobseeker. At a minimum, these calls evaluate courtesy, professionalism, knowledge of services available, transfers to obtain additional information, and turn around time for requested information.
- On-site surveying is conducted at all of the MWSCs. Surveyors represent themselves as employers in visits to at least 30 percent of the service centers within each MWA and jobseekers in visits to the remaining 70 percent.
- MDCCD expects surveyors posing as employers to be treated with courtesy and professionalism. In addition, the surveyor should be provided with information on the MTB, receive a demonstration, and be informed of the different services available at each service center visited. Surveyors acting as jobseekers are also expected to be treated with courtesy and professionalism and should be screened for appropriate services, be encouraged to enter a resume on the MTB, and receive any assistance necessary to complete that task.

At the close of each telephone call and on-site visit, the MWSCs are rated on a total of five customer satisfaction attributes (courtesy, helpfulness, knowledge, professionalism, and overall satisfaction) using a scale of 1-10, with 10 being the highest achievement possible. Mystery Shopper survey results are compiled by the contractor and submitted to MDCCD on a quarterly basis. After departmental review, the reports are divided by MWA and individual service center results are distributed to the agency directors for use as a positive reinforcement tool or a means for identifying areas in need of improvement.



The average level of satisfaction received by employers and job seekers for all of the MWSCs has remained constant. Ratings are based on a scale of 1-10 with “1” being the lowest score and “10” being the highest score.

ONE-STOP CENTRALIZED DATABASE

Michigan is the first state in the nation to fully automate the collection of data on outcomes for an extensive range of workforce programs including federal and state job training, welfare reform, and adult education programs. This unique capability allows providers to use the Internet to transfer local program data to a central node. The One-Stop Centralized database is designed to assist One-Stop partners in providing seamless service delivery. The Michigan One-Stop Management Information System (OSMIS) is a centralized database, which facilitates the collection and sharing of participant information among the state's 25 MWAs. The objective is to case manage the proper mix of services to customers as they are referred through the diverse funding streams that exist. This is accomplished by establishing a service management plan and collecting required core customer data at entry. Supplemental information is then added as customers move to different program and service components. Direct links are maintained to customer records in the service components and resumes in the MTB. The system consolidated 25 local workforce development board databases, 250 local adult education databases and Employment Service (ES) statewide databases into one central Internet-based system.

The Internet-based OSMIS allows MWA staff to coordinate and manage services provided to customers across program areas and to collaboratively establish and maintain the individuals' employment plans and service strategies. The sharing of participant records across programs alleviates the burden of duplicate data entry, streamlining the registration and case management processes. In addition, supportive data collected by the system assists the MWAs in meeting federal and state reporting, local performance management, and strategic planning requirements.

The MDCCD believes that the OSMIS is the only one of its kind to fully integrate all workforce development program information, participant resume and job banks, and real time querying capabilities into a single statewide system. Users of the OSMIS have instant statewide access to needed data from the following programs:

- Wagner Peyser: Mediated Services
- WIA Title I: Adult, Dislocated Worker, and Youth
- Adult Services: Federal and State Adult Education
- Temporary Assistance to Needy Families
- Welfare to Work
- Food Stamp Employment and Training

In its current state, the OSMIS is a fully integrated system capable of tracking customer participation in multiple programs. This component of the system is typically used in case management of participants receiving staff-assisted services; a case manager can enter and update an individual's registration, program activities, supportive services, and job retention data for each program.

The system also allows staff to view a customer's complete employment and training history across programs, when such a history exists, and share electronic case notes when more than one partner is working with a participant. These options are beneficial to the development of

Individual Service Strategies (ISS), which are also created and maintained on the OSMIS. The ISS function of the system allows staff to enter and update:

- Client Characteristics;
- Employment Goals;
- Assessment Information;
- Action Plan; and a
- “Tickler” Notification Function.

An additional benefit of the staff-assisted OSMIS is that participant data records are shared across programs, alleviating the burden of duplicate data entry wherever possible. A master applicant record is created the first time an individual is registered into any program activity; when a subsequent registration occurs, the system automatically pre-fills common data fields from the prior registration, eliminating unnecessary repetition. In addition, the system collects supportive data to assist the MWAs in meeting requirements for federal and state reporting, local performance management, and strategic planning initiatives.

Unique to the OSMIS is the inclusion of its self-service component, an on-line resume system and job bank, MTB. The Internet service is directly available to job seekers and employers 24 hours a day. MTB is also directly linked to the staff-assisted functions of the system for added convenience. By clicking on an icon within a participant’s record, staff can view the individual’s resume during case management. Navigation buttons at the bottom of the resume then allow for direct search of employment openings posted on the Job Bank

The centralized data system has helped make a one-stop service system a reality. It has improved the information flow between and among all service providers. Based on an extensive business process needs assessment of the 25 local workforce development board regions, it is a basic service management system that enables the input of a service management plan, case record-keeping and brief case notes that are shared with various service providers. The system can be expanded to offer extensive case management.

THE CAREER EDUCATION CONSUMER REPORT

The intent of the WIA is to allow adult and dislocated job seekers, who are eligible to receive training services, freedom of choice in selecting a training program from the State's eligible training provider list. Michigan's commitment to implement a statewide eligible training provider list exceeded what the WIA mandated. State officials concluded that with the emergence of the World Wide Web, the timing was right to build a comprehensive consumer-oriented, post-high school education and training information system. There was a need for a searchable database on all postsecondary programs so consumers could truly exercise choice. State officials also believe that education and training providers will be more interested in participating in this kind of system than the narrower provider certification system required by WIA. Michigan developed and implemented the Career Education Consumer Report (CECR). The CECR is a consumer-oriented web site designed to provide the general public with useful and accurate information about education and training programs available throughout the State.

Michigan's CECR is an integrated, electronic service to help consumers find career education programs. The system is a database of more than 3,000 WIA eligible training programs. The CECR allows the user to compare program tuition rates, job placement rate, and graduates' average hourly wage. This helps prospective students select the educational and training opportunities that best meet their needs. The general public has access to the CECR directly through the Internet. Individual Training Account (ITA) eligible participants, employers, and other interested individuals have access to the CECR through the MWAs and their MWSCs.

During the second year of the WIA, training providers on the CECR have increased for both WIA and non-WIA eligible programs as depicted in the table below.

Career Education Consumer Report Training Programs					
WIA Eligible Programs	PY 2000	2995	PY 2001	3,161	% Difference ↑ 5%
Non-WIA Programs	PY 2000	225	PY 2001	1,146	% Difference ↑ 80%

Comparison between Program Year 2000 and PY 2001 for the number of approved programs on CECR. Eligible provider information compiled using 6-30-01 and 6-30-02 data.



BEEFREEWAY

The Business e-education Freeway (BeeFreeway) was created to assist the needs of Michigan employers to train their employees. It is an online training system that offers self-paced learning for small businesses through a variety of over 1,300 subjects. The subject content of the training courses range from information technology to professional effectiveness.

This prepaid service from MDCD is made available to Michigan employers with 25 or less employees. Employers and employees obtain benefits from BeeFreeway. Employers have the advantage of continuously upgrading their employees' skills without the high investment that is normally associated with employee training costs. Employees gain valuable skills that are at a self-paced mode.

Employers also enjoy the convenience of not sending their employees to a separate location for training because it may be accessed from any location with Internet access. This allows the employee to set up training that is most conducive to their schedule.



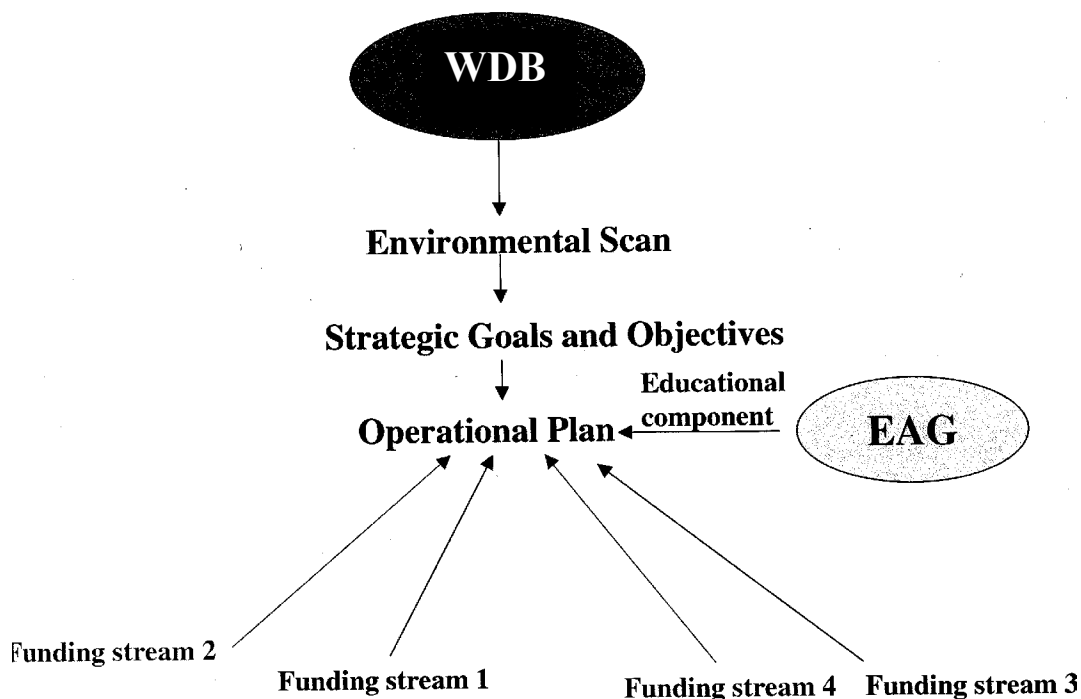
STRATEGIC PLAN

In February of 2000, MDCE convened business and education leaders throughout the state to begin a strategic planning initiative at the local level that would align diverse funding streams under a single strategic plan. The goal? To produce a workforce with the required skills to maintain and enhance the local/regional economy.

All 25 WDBs, plus 100 percent of Michigan's community colleges and school districts representing 75 percent of K-12 students in the state participated in the strategic planning process. The WDBs assessed their present and future social, economic, and educational conditions, and then set career development goals and strategies over a 3-5 year period for the area's schools, colleges, and education and training programs.

In this five-phase process, local partners were asked to engage business, education and government leaders to:

- Conduct an environmental scan - a collective vision of key community trends and performance measures to create a framework for decision making;
- Create a career development report card - assess the current performance of the education and training system and use this assessment along with the environmental scan to create goals for the local career development system;
- Community outreach - share the scan and report card goals with the community to gather input and buy-in;
- Strategic assets and comprehensive plan - match the three-year goals and objectives with resources, practices, and specific programs that can be used to reach them; and
- Develop an operational plan - create annually a list of actions that strive toward the community's vision for a successful career development system.



The five-phase process for the development and implementation of the strategic and operational plans were completed in 2001. The plans are now linked formally to all state and federal funding for career development that MDCC oversees. This eliminates duplication of effort and allows for better alignment with career development strategic plans in each of the workforce areas.

CAPACITY BUILDING AND TECHNICAL ASSISTANCE

Technical assistance is provided at the State level and by the State's technical assistance and training contractor; the Michigan Works! Association. The Michigan Works! Association is recognized nationally as the largest workforce development association in the country. It was established in 1987 to foster high-quality employment and training programs by providing support activities and a forum of information exchange for Michigan's workforce development system.



Through the association, members are able to maximize communication among workforce development professionals across the state, coordinate efforts on statewide projects and receive important technical assistance and staff training to ensure high-quality programming and service delivery.

The Michigan Works! Association, as part of its contractual relationship with MDCD, during Program Year 2001 provided 400 hours of training on various topics to some 3,650 participants.

LOCAL AREA BEST PRACTICES, INNOVATIONS, AND SUCCESS STORIES



With funding provided by Capital Area Michigan Works! the Lansing School District has been able to operate work experience programs, which partner with two local agencies.

The first provides needed work experience at Sparrow Health System to approximately 40 youth ranging between the ages of 14-21 who are in the year round WIA youth program. These youths are learning valuable employability skills along with an occupational experience.

The program is in its sixth year and runs approximately six weeks, with students working 20-25 hours per week in a health field setting. They work in a variety of different jobs in the hospital including clerical, clinical, dietary, and environmental areas.

The students have a health related class as part of the program, exposing them to different health careers opportunities, as well as health facility orientation.

Last year, Sparrow Health System received an award from the Michigan Hospital Association called the Patric E. Ludwig award for outstanding leadership and community partnership. This was in part due to the partnership with Sparrow and Michigan Works! and the Lansing School District.

Over the last five years, approximately 25 percent of the students have been hired permanently by the hospital. One such young man, Clement Garange came to Lansing School District from Refugee Services, as he was one of the “lost boys” from Ethiopia. He started in the Sparrow program and was hired at Ingham Medical to assist in the pharmacy. They provided him with a full ride tuition-paid scholarship to get his certificate at Lansing Community College and then four years at Ferris State to become a Pharmacy Tech and is guaranteed a job at Ingham Medical. Another of the “lost boys,” James, started in the cafeteria at Sparrow and is now taking culinary classes in Grand Rapids, Michigan, and if he wants to work at Sparrow when he completes his training, he has a job.

Black Child and Family Institute and the Lansing School District have partnered in order to operate a Summer Academic Enrichment Program, providing academics and recreational activities. Students work in various aspects of the program depending on their skill levels. As with the Sparrow program, students attend an employability workshop to enhance reading, math and employability skills. Participants on this program also attend a workshop entitled “7 Habits of Highly Effective Teens.”

With both programs, students are provided services throughout the summer and school years. The WIA staff provides follow-up employment services, tutorial assistance, and occupational direction. Students with low self-esteem find out that they can succeed and make a positive contribution to society



In support of the Job Force Board's goals of:

- 1) Develop a labor market information exchange system that tracks local current and future trends and needs, which partners with 80% of the Upper Peninsula's economic development partners; and
- 2) Recruit and provide an adequate supply of job seekers to at least 90% of employers utilizing the Michigan Works!, MDCD Talent Bank/Job Bank.

The Job Force Board and its community stakeholders have initiated activities that have resulted in early success. The following is a summary of two of the activities being deployed.

Michigan Works! Membership Application

In July of 2001, Michigan Works! The Job Force Board placed into service a Membership program, for its' service centers. This membership system is supported by a proprietary SQL Internet database. Since being placed in service, this database has logged: over 13,000 job candidates, incumbent workers, and underemployed persons seeking new and enhanced opportunities; skills and work experience; assessment test scores; service center activity levels; customer satisfaction data; and job placement outcomes due to services received at a Michigan Works! Service Center operated by the Job Force Board.

In addition to assisting with the labor exchange process, and monitoring Michigan Works! Service Center activity, this system has also been instrumental in developing real-time labor market information. This data has proven to be meaningful for economic development partners.

In late summer of 2001, Delta County Economic Development Alliance requested labor market data to provide to a call-center prospect.

Through the use of this database, The Job Force Board was able to present an abstract of individuals actively seeking employment, including demographics and wage rates to demonstrate to the prospect that an adequate labor pool existed to support the proposed call center. In November 2001, the Delta County Economic Development Alliance, with Issues and Answers of West Virginia, announced the opening (spring 2002) of a call-center in Escanaba, Michigan employing approximately 110 persons. Among the reasons cited for deciding on Escanaba, was data about the local labor market supplied by Michigan Works! The Job Force Board.

Workforce and Economic Development Partnership

Michigan Works! The Job Force Board and its Economic Development Partnership have implemented a strategy to support business retention to increase and maintain the economic viability of the six county region. In addition, the Job Force Board increased its outreach to its counterparts in the eastern and western Upper Peninsula. During the fall of 2001, Michigan Works! The Job Force Board entered into a partnership agreement with the Upper Peninsula Economic Development Alliance – to support and help provide tools for a regional business retention program. This partnership has chosen to use a validated business retention strategy developed by Blane, Canada Ltd. This system deploys a combination of professional development training, a validated set of business retention questions to be acquired during an in-person interview, and an Internet based database which is used to aggregate and report responses across 15-counties.

This business retention partnership called, the UP Business Barometer, uses data to determine appropriate economic and workforce development policy and investment. In addition, this system now allows many different programs to aggregate their data in order to identify gazelles, emerging clusters, growing businesses and industries, and businesses and industry at risk. The first measure of success for this project has been the acceptance of many competing economic development organizations, working with two Michigan Works! areas to partner on this project.



Midland County Youth Program

Mike Porcaro, started in the Workforce Investment Act (WIA) Youth Program in 2001, working on a crew of WIA younger youth participants that were all high school dropouts.

Along with working, the participants attended seminars in career development/job seeking skills. This was a new type of crew for our WIA Program. Mike Porcaro stated, “we learned a lot in the first few weeks!”

Eventually the crew was split up and Mike was transferred to a new worksite, Washington Woods Senior Citizens Housing. Mike began working with a job coach on a daily basis while at Washington Woods. The job coach taught Mike not only how to perform specific job tasks, but more importantly, instill positive work habits.

Mike has made a complete turn-around with his life. He completed high school this year, and has become a role model for our summer youth working at this worksite. He no longer requires a job coach to work with him, and he helps supervise the younger students.

The maintenance director at Washington Woods, is very pleased with the progress that Mike has made over the last several months and will gladly give him an excellent job recommendation.

Saginaw County Youth Program

Sherikia M. Foster, enrolled in the JTPA Youth Program, in Saginaw County in the summer of 1999. In 2000 she was grandfathered into the WIA Program. At the time of registration, her grades were four Es one D, and one C. Sherikia admits that her attendance was terrible and that she was not putting much effort in her schoolwork. She nearly dropped out of school at that time.

She began in the Summer Work Experience Program and enrolled at Ruben Daniels Community High School. Her work and academic achievement improved steadily.

In 2001 Sherika was placed at the Boys and Girls Club, as a recreational aide. Sherikia said she enjoyed working with the youth and began to see herself as a leader and a role model. This gave her added incentive to achieve success. She continued working part-time through her junior and senior years at Ruben Daniels.

In the spring of 2002, the Boys and Girls Clubs of Saginaw recognized her leadership qualities by selecting Sherikia as the “Youth of the Year.” In April, the Saginaw Board of Education selected her for the “Accent on Achievement Award.” In May, she received a ‘Turnaround Achievement Award’ from the Saginaw Intermediate School District. In June, she graduated from Ruben Daniels with a 3.8 grade point average as was selected Salutatorian of her class.

Sherikia has applied for admission to Delta College where she will take classes toward a degree in Social Work.



Jackson County Medical Care Facility Employer of the Year

The Jackson County Medical Care Facility has been partnering with the Jackson Michigan Works! Service Center for several years. From the beginning of our relationship they have appreciated the value of our services for both employers and jobseekers.

The Jackson Michigan Works! Service Center has applications available for the Jackson County Medical Care Facility, which we review for complete information and deliver to the facility. Additionally, we refer customers to the facility from various programs administered at the service center. In the past year we have delivered over 300 applications and written twenty on-the-job training contracts.

The Human Resources staff had also incorporated the Partnership for Adult Learning Job Readiness Program into their initial orientation to employment in the past year. This program was so successful at preparing new employees for their employment with the facility and increased retention, that PAL is now conducting a similar program for all of their employees.

The Jackson County Medical Care Facility is an affiliate member of the Jackson Michigan Works! Service Center, meeting with staff and other affiliates to address community concerns and to make sure the service center is serving the community in the best possible manner.

As good neighbors in our community, the Jackson County Medical Care Facility has referred individuals who are seeking work to the service center. Knowing the resources that we have available for job seekers has helped them direct people to us for job seeking, supportive services and possible opportunities with other programs.

Jackson Service Center Employer Success Story

At the Jackson Michigan Works! Service Center we work closely with employers in Jackson County to help fulfill their employment needs with a variety of services. Many of our employer customers avail themselves of all of the services we have to offer. Additionally, a few employer customers make significant impact on the lives of our job seeker customers and the community.

Mr. Steven Hogwood owns nine McDonald Restaurants in Jackson County. Through the continued employer customer service and outreach programs we have established we were able to make a presentation to Mr. Hogwood concerning the WIA Youth Program. He not only agreed to be a WIA Youth Worksite he became personally involved in the WIA Youth Program.

Mr. Hogwood presented Customer Service Seminars to our youth participants at all of the Youth Training Sessions, becoming a valuable partner in our training program.

After touring the service center and meeting with the partners, Mr. Hogwood put his job orders in the Talent Bank, brought in McDonald's applications, and has since used our conference room to facilitate hiring and training his managers. He makes presentations to our Job Clubs and has also been hiring through the Work First Program. Mr. Hogwood has a dynamic personality and great sense of community service, which he has so generously shared, with the job seeker customers and staff of the Jackson Michigan Works! Service Center.

Lenawee Service Center Employer Success Story

Merillat a division of Masco, has worked with the Michigan Works! Service Center on a small scale for quite some time. This was a good relationship, but they also used internal referrals and some temp agencies to fill their replacement personnel requirements. Merillat's Adrian plant increased demand for their product line and with that increase came the necessity to add more production workers. We met with Amy Hinkley, the person in charge of hiring, explaining our services and potential working relationship. Amy brought this information to Paula Peterson, Director of Personnel, and the decision was made to use Michigan Works! to help facilitate in the hiring process. Originally it was expected to add 65-70 new production workers, this later was increased to over 200. Michigan Works! accomplished this successfully using many tools available from both parties and merging them successfully.

Merillat has consistently stated their satisfaction with the quality of jobseekers that Michigan Works! has supplied to them. Michigan Works! has supplied Merillat with 2400 applications to date. 220 of these have become full time employees with good wages and benefits. The company anticipates adding and additional 20-30 workers thru July and August. Merillat has an excellent training program with a strong health and safety component. During a recent plant tour it was noticed that the plant has a very clean and safe working environment.

Merillat is also a very big part of the community. They are a large participant in fundraisers, such as Relay for Life and other charitable causes. They donate complete kitchen cabinets and entertainment centers to be raffled for the charities. The management team also participates in dunk tanks where employees pay to dunk them, providing entertainment and good will, along with providing charities with much needed funds.

Merillat is a good partner with Michigan Works!. They do their paperwork correctly and on time. They have their job openings posted on our web site. We have also provided them with resumes for managerial positions. Paula and Amy are great to work with. They both have an obvious concern for their employees. We see a long term, positive working relationship between Merillat and Michigan Works!.

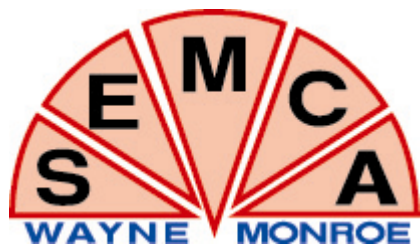
Lenawee Service Center Employee Success Story

Tom Luckett was hired by Simplex in May 1967 and worked there as a fork truck driver for most of his 34 years with the company. Ludlow purchased the company and ran it for a short while. They closed the plant in May 2001.

Tom came to the Lenawee Service Center and began to use our services immediately. Tom wanted to find a job with good pay and benefits. He also had a concern with job security, which is very common among workers with long-term employment with one employer. Tom used the Michigan Works! Internet site and job postings without success. He was referred to Michigan State AFL-CIO Human Resources Development, Inc. (HRDI). He was assigned a WIA case manager who helped him with his resume and interview skills. Many job referrals were made and HRDI worked with Tom and secured him an interview with Merillat. Merillat agreed to hire him with the help of an On-the-Job Training (OJT). They felt that he would need additional training because he would be working as a production employee not as fork truck driver. Tom started with Merillat in July 2001. Tom worked five weeks before he had to quit because of a physical problem. He resumed his unemployment and continued to work with HRDI. Spectrum printing agreed to hire Tom as a printer's helper. Tom's physical problem surfaced again due to the constant bending and kneeling. He and HRDI began a job search and were able to place him with Dura. Tom worked there until June 2002 when he, along with twenty-two others, was laid off. Their expected recall was slight as Dura three weeks later laid off the entire second shift and some of the day shift.

Tom, again with the help of HRDI, and his WIA case manager, began another job search. Blissfield Manufacturing contacted HRDI for help in providing jobseekers. Tom's application, along with several others, was sent. Blissfield Manufacturing hired Tom with HRDI providing training funds.

Tom was at times discouraged but never gave up. He knew himself to be a good worker, with a great deal of experience to offer an employer. With some health limitations to overcome, Tom continued to job search despite setbacks. Tom is working in a capacity that is unlikely to aggravate his physical problem, and we anticipate his achieving the goal of good pay with benefits along with job security.



Southeast Michigan Community Alliance (SEMCA) is actively seeking ways to do things better. After the state recommended that each MWA apply for the Workforce Excellence Network Quality Award, SEMCA staff began the process of completing the application. When the results were returned the Quality Group reconvened and we have begun process improvement for our organization. SEMCA hired a Quality Specialist to provide groundwork for the improvement plan that incorporated the entire staff. We have begun with internal surveys to see how we are doing, and we are preparing to survey our contractors for additional feedback.

In an effort to do the right things right, we also hired a consultant to interview our contractors. This effort produced quality information so that additional improvements to the system can be implemented. This tool has helped SEMCA focus our efforts in improving customer service and employer service.

SEMCA holds monthly Best Practice meetings with our contractors. One meeting is held for ES/WIA and one for Welfare Reform. These meetings allow a free exchange of ideas that assist the administrative agency in reviewing processes and provide a forum for contractors to share knowledge and information.

Recently, we initiated a system-wide meeting for all SEMCA and partner job developers. This exchange has already started to generate a more uniform and reliable way of servicing employers and job seekers. This new Best Practice group is now working as a team instead of as individuals, moving toward what is good for the SEMCA system.

One of our centers strives for community communication and has been very successful. This One Stop Center has created a “One Stop oversight Committee”, this collaborative board of partner agencies meets quarterly to refine and recommend procedures for the delivery of quality service in the One Stop. Later this year they are going to add private sector partners to the group. This center, in collaboration with ESA, also added an itinerant Agricultural Specialist to their available services. They are now able to better assist migrant workers in the area.

SEMCA’s newest One-Stop has joined forces with community based Personalized Nursing LIGHT House, Inc. This project connects people coming out of a recovery situation to work. One day a week as part of their plan, they come together in a van to this One Stop Center to review their interest and aptitudes, and research employment opportunities. It has been very successful.

Through continuous improvement SEMCA has adopted the Individual Training Account Comp Card. The training relationship is now focused on the trainee and not the institution. This debit card system has streamlined the payment process for training vendors and creates a more professional image for the SEMCA region. This has been a welcome addition to our menu of services.

SEMCA is also a supporter of professional development. The MWA sponsored tuition for nine people to obtain their Career Development Facilitator credential through the program sponsored by Oakland University Rochester, Michigan.

SEMCA has also adopted the Code of Professional Ethics and Practices from the National Association of Workforce Development Professionals. This document is now the standard for practice in our area and is included in our contracts.

We continue to seek ways to empower and prepare our region for 21st century issues. A heightened focus on the business customer, strong relationships with state and local partners, and dealing with high-end (sometimes older) job seekers top our list as we continue to improve relationships and performance outcomes in our area.

These are some of the highlights of the Best Practices happening in the SEMCA region. As we continue with process improvement we anticipate more and more Best Practice activities until we are the national model.

PERFORMANCE MEASURES

COST EFFECTIVE PROGRAMS:

The Adult program maintained an expenditure rate of over 90 percent. Expenditures totaled \$22.6 million of the \$24.7 million available during program year 2001. Expenditures were divided between core services (39%), intensive services (12%), and training services (39%). Adult participants who received training services were more likely to be employed (3% increase), and more likely to retain employment (7% increase) with substantially greater earnings (over 200% increase). The average cost per participant served was \$2,149. Return on investment was measured using the adult earnings change in six months performance indicator and the average cost per participant exited from the Adult program. The increased earnings of adults will exceed total Adult program expenditures within one year.

The Dislocated Worker program maintained an expenditure rate of 90 percent. Expenditures totaled \$18.2 million of the \$20.3 million available during program year 2001. Expenditures were divided between core services (35%), intensive services (23%), and training services (42%). Dislocated worker participants who received training services were more likely to be employed (2% increase), and more likely to retain employment (5% increase) with greater earnings (8% increase). The average cost per participant served was \$2,146. Since Dislocated Worker program participants are unemployed or facing layoff, total post program earnings was used to measure return on investment. The earnings of dislocated workers exceeded total Dislocated Worker program expenditures within three months.

The Youth program maintained an expenditure rate of over 87 percent. Expenditures totaled \$25.0 million of the \$28.5 million available during program year 2001. The average cost per participant served was \$2,215. Front-end costs are limited to 10 percent from administration. The bulk of the funding supports direct service costs for the ten youth program elements. Summer youth employment costs represent 31 percent all youth program expenditures. Return on investment is difficult to measure for the Youth program because younger youth (aged 14 to 18) are primarily exited to secondary school rather than employment. Using the older youth earnings change in six months and the average cost per participant exited for all youth, older youth increased earnings will exceed total youth program expenditures within one year.

EVALUATION OF PROGRAMS:

Michigan is developing an evaluation methodology to conduct studies of workforce investment activities. Studies will be conducted on the relationship between exit-based outcomes and wage record based performance levels. These studies will attempt to answer questions regarding the value of exit-based performance measures as one tool for continuously improving workforce investment activities in order to achieve high-level outcomes from the statewide workforce investment system. The results of these studies should become available beginning in the program year 2002 annual report.

Appendix A

MICHIGAN WORKFORCE DEVELOPMENT AGENCIES



Appendix B

MICHIGAN WORKS! SERVICE CENTERS

Area Community Service Employment and Training (ACSET) Council

Allegan	Michigan Works! Service Center- Allegan	2891 116 th Avenue Allegan, MI 49010-9004 (616) 686-5079
Kent	Michigan Works! Service Center- Leonard	1560 Leonard N.E. Grand Rapids, MI 49525 (616) 336-4460
Kent	Michigan Works! Service Center- Sheldon	Sheldon Complex-Lower Level 121 Franklin Street SE Grand Rapids, MI 49507 (616) 336-4040

Office of Michigan Works! Berrien-Cass-Van Buren

Berrien	Michigan Works! Employment and Resource Center-Benton Harbor	185 East Main Street, Suite 101 Benton Harbor, MI 49022 (269) 927-1799
Berrien	Michigan Works! Employment and Resource Center-Niles	1105 North Front Street Niles, MI 49120 (269) 687-9348
Cass	Michigan Works! Employment and Resource Center-Dowagiac	601-D Front Street Dowagiac, MI 49047 (269) 782-9864
Van Buren	Michigan Works! Employment and Resource Center-South Haven	950 Bailey Avenue Suite 4 South Haven, MI 49090 (269) 637-4020
Van Buren	Michigan Works! Employment and Resource Center-Paw Paw	232 East Michigan Street Paw Paw, MI 49079 (269) 657-7014

Calhoun Intermediate School District

Barry	Hastings Michigan Works! Service Center	535 West Woodlawn Hastings, MI 49058 (616) 945-9545 ext. 15
Branch	Coldwater Michigan Works! Service Center	210 Vista Drive Coldwater, MI 49036 (269) 278-0210
Calhoun	Battle Creek Michigan Works! Service Center	135 Hamblin Avenue Battle Creek, MI 49017 (269) 660-1412
Calhoun	Albion Michigan Works! Service Center	609 South Superior Street Albion, MI 49224 (517) 629-5413

Capital Area Michigan Works!

Clinton	Capital Area Michigan Works! Service Center	101 West Cass Street Suite A St. Johns, MI 48879 (989) 224-2000
Eaton	Capital Area Michigan Works! Service Center	311 West First Street Charlotte, MI 48813 (517) 543-5278
Ingham	Capital Area Michigan Works! Service Center	2110 S. Cedar Lansing, MI 48910 (517) 492-5500

Michigan Works! Career Alliance

Genesee	Michigan Works! Career Alliance	711 North Saginaw Street Suite 100 Flint, MI 48503 (810) 234-9880
Shiawassee	Michigan Works! Career Alliance	1795 West Main Street Owosso, MI 48867 (989) 729-6663

Central Area Michigan Works! Consortium (CAPC)

Gratiot	Michigan Works! Service Center Gratiot-Isabella Regional Education Service District	327 East Center Street Alma, MI 48801 (989) 466-4832
Ionia	Michigan Works! Service Center	307 West Adams Street Ionia, MI 48846 (616) 527-1360
Isabella	Michigan Works! Service Center	1803 South Mission Street Mt. Pleasant, MI 48858 (989) 772-5304
Montcalm	Michigan Works! Service Center	110 South Greenville West Dr., Ste #2 Greenville, MI 48838 (616) 754-3611

City of Detroit Employment and Training

Wayne	City of Detroit Employment and Training Department	707 West Milwaukee 1 st Floor Detroit, MI 48202 (313) 873-7371
Wayne	Detroit's Work Place South	455 West Fort Street Detroit, MI 48226 (313) 962-9675
Wayne	SER Metro, Inc.	9301 Michigan Avenue Detroit, MI 48209 (313) 846-2240 ext. 255
Wayne	DEC2K One Stop Service Center	15400 Grand River Detroit, MI 48227 (313) 659-0890
Wayne	Samaritan Center	5555 Conner Detroit, MI 48215 (313) 319-8160

Eastern Upper Peninsula Michigan Works!

Chippewa	Michigan Works!	1118 East Easterday Avenue Sault Ste. Marie, MI 49783 (906) 635-1752
----------	-----------------	--

Kalamazoo/St. Joseph Michigan Works! Upjohn Institute

Kalamazoo	Michigan Works! Service Center	1601 South Burdick Street Kalamazoo, MI 49001 (616) 383-2536
-----------	--------------------------------	--

St. Joseph	Michigan Works! Service Center Employment and Training Connections	222 Enterprise Drive Three Rivers, MI 49093 (616) 273-2717
------------	---	--

Michigan Works! The Job Force

Delta	Michigan Works! Service Center	2831 North Lincoln Road Escanaba, MI 49829 (906) 789-9732
-------	--------------------------------	---

Dickinson	Michigan Works! Service Center	200 Fairbanks Iron Mountain, MI 49801 (906) 774-3647
-----------	--------------------------------	--

Marquette	Michigan Works! Service Center	1498 Odovero Marquette, MI 49855 (906) 228-3075
-----------	--------------------------------	---

Menominee	Michigan Works! Service Center	2604 Tenth Avenue Menominee, MI 49858 (906) 863-9957
-----------	--------------------------------	--

Livingston County Job Training Services

Livingston	Livingston County Job Training Services	1255 East Grand River Ave. Howell, MI 48843 (517) 546-7450
------------	--	--

Macomb/St.Clair Workforce Development Board

Macomb	Michigan Works! Service Center	43630 Hayes Suite 100 Clinton Township, MI 48038 (586) 263-1501
Macomb	Michigan Works! Service Center	75 N. River Road Mt. Clemens, MI 48043 (586) 469-7702
Macomb	Michigan Works! Service Center	15950 12 Mile Road Roseville, MI 48066 (586) 447-9200
St. Clair	Michigan Works! Service Center	100 McMorran, 6 th Floor Port Huron, MI 48060 (810) 966-3300

Muskegon/Oceana Consortium

Muskegon	Michigan Works! Muskegon Heights Workforce Development Center	Mailing Address: 2920 Leahy Service Center Location: 2913 Hoyt Street Muskegon Heights, MI 49444 (231) 739-2247
Muskegon	Michigan Works! Family Services Workforce Development Center	1516 Peck Street Muskegon, MI 49441 (231) 726-2626
Muskegon	Michigan Works! White Lake Workforce Development Center	541 East Slocum Street Whitehall, MI 49461 (231) 893-0515
Muskegon	Michigan Works! Goodwill Industries Workforce Development Center	765 Norton Ave. Muskegon, MI 49441 (231) 739-9010
Muskegon	Michigan Works! Orchard View Workforce Development Center	1550 East Laketon Avenue Muskegon, MI 49442 (231) 760-1474

Oceana	Michigan Works! Oceana Employment and Training Workforce Development Center	169 North Michigan Avenue Shelby, MI 49455 (231) 861-2073
--------	---	---

Northeast Michigan Consortium

Alcona	Alcona Michigan Works!	202 S. 2 nd Street, Suite B P.O. Box 316 Lincoln, MI 48742 (989) 736-6082
--------	------------------------	---

Alpena	Alpena Michigan Works!	315 West Chisholm Alpena, MI 49707 (989) 356-3339
--------	------------------------	---

Cheboygan	Cheboygan Michigan Works!	825 South Huron, Suite 5 P.O. Box 5217 Cheboygan, MI 49721 (231) 627-4303
-----------	---------------------------	--

Crawford	Crawford Michigan Works!	4595 Salling Street P.O. Box 333 Grayling, MI 49738 (989) 348-8709
----------	--------------------------	---

Montmorency	Montmorency Michigan Works!	Elkland Center 12519 State Street, P.O. Box 836 Atlanta, MI 49709 (989) 785-4054
-------------	-----------------------------	--

Oscoda	Oscoda Michigan Works!	1329 South Mt. Tom Street P.O. Box 608 Mio, MI 48647 (989) 826-6107
--------	------------------------	--

Otsego	Otsego Michigan Works!	111 South Michigan P.O. Box 1220 Gaylord, MI 49734 (989) 732-3886
--------	------------------------	--

Presque Isle	Presque Isle Michigan Works!	20709 State Street P.O. Box 711 Onaway, MI 49765 (989) 733-8548
--------------	------------------------------	--

Northwest Michigan Council of Governments

Antrim	Northwest Michigan Works! Service Center	205 Grove Street Mancelona, MI 49659 1-800-422-1074
Benzie	Northwest Michigan Works! Service Center	6051 Frankfort Highway Suite 400 Benzonia, MI 49616 1-800-442-1074
Charlevoix	Northwest Michigan Works! Service Center	12705 U.S. 31 North Charlevoix, MI 49270 (231) 457-5083 1-800-442-1074
Emmet	Northwest Michigan Works! Service Center	2225 Summit Park Drive Petoskey, MI 49770 (231) 347-5150 1-800-442-1074
Grand Traverse	Northwest Michigan Works! Service Center	1209-C South Garfield Road Traverse City, MI 49686 1-800-442-1074
Kalkaska	Northwest Michigan Works! Service Center	103 Third Street Kalkaska, MI 49646 1-800-442-1074
Manistee	Northwest Michigan Works! Service Center	1660 U.S. 31 South Manistee, MI 49660 (231) 723-2535 1-800-442-1074
Wexford	Northwest Michigan Works! Service Center	1909 North Mitchell Street Cadillac, MI 49601 (231) 775-3408 1-800-442-1074

Oakland County Michigan Works!

Oakland	Walled Lake Michigan Works! Service Center	615 North Pontiac Trail Walled Lake, MI 48390 (248) 956-5060
---------	---	--

Oakland	North Oakland Service Center- Oxford	1370 S. Lapeer Road Oxford, MI 48371 (248) 969-2399
Oakland	Waterford Michigan Works! Service Center	1150 Scott Lake Road Waterford, MI 48328 (248) 682-3417
Oakland	Troy Michigan Works! Service Center	550 Stephenson Highway Suite 400 Troy, MI 48083 (248) 823-5101
Oakland	Southfield Service Center	21030 Indian Southfield, MI 48035 (248) 945-5100
Oakland	Oak Park Michigan Works! Service Center	22180 Parklawn Room 111 Oak Park, MI 48237 (248) 691-8437
Oakland	North Oakland Michigan Works! Service Center - Highland	2218 S. Milford Road Highland, MI 48357 (248) 889-0410
Oakland	Ferndale Michigan Works! Service Center	713 East Nine Mile Road Ferndale, MI 48220 (248) 545-0222
Oakland	Job Link Michigan Works! Service Center	1847 North Perry Street Pontiac, MI 48340 (248) 276-9470
Ottawa County Michigan Works!		
Ottawa	Job Connections Michigan Works! Service Center-South	710 Chicago Drive, Suite 310 Holland, MI 49424 (616) 396-2154
Ottawa	Job Connections Michigan Works! Service Center-North	1830-G 172 nd Avenue Grand Haven, MI 49417 (616) 296-0795

Region 7B Michigan Works! Agency

Arenac	Michigan Works!	4480 West M-61 Standish, MI 48658 (989) 846-2111
Clare	Michigan Works!	402 North First Street Harrison, MI 48625 (989) 539-2173
Gladwin	Michigan Works!	150 Commerce Court Gladwin, MI 48624 (989) 426-8571
Iosco 307	Michigan Works!	5800 Skeel Avenue, Suite Oscoda, MI 48750 (989) 739-1444
Ogemaw	Michigan Works!	630 Progress West Branch, MI 48661 (989) 345-1090
Roscommon Building	Michigan Works!	Health & Human Services 1015 Short Street Prudenville, MI 48651 (989) 366-8660

Saginaw-Midland-Bay Michigan Works!

Bay City	Bay County Michigan Works! Service Center	1000 North Madison Bay City, MI 48708 (989) 892-1573
Midland	Midland Michigan Works! Service Center	1409 Washington Midland, MI 48640 (989) 631-3073
Saginaw	Saginaw–Downtown Michigan Works! Service Center	614 Johnson Street Saginaw, MI 48607 (989) 776-1511

Saginaw	Bay Road Michigan Works! Service Center	3875 Bay Road Suite 7 Saginaw, MI 48603 (989) 249-5232
---------	--	---

South Central Michigan Works!

Jackson	Jackson Michigan Works! Service Center	Commonwealth Commerce Center 209 E. Washington Avenue, Suite 100 Jackson, MI 49201 (517) 841-JOBS (5627)
---------	---	---

Lenawee	Lenawee Michigan Works! Service Center	Lenawee County Human Services Building 1040 S. Winter, Suite 1014 Adrian, MI 49221 (517) 266-JOBS (5627)
---------	---	--

Southeast Michigan Community Alliance (SEMCA)

Monroe	Monroe Michigan Works! Service Center	1531 North Telegraph Road Suite D Monroe, MI 48162 (734) 240-7950
--------	--	--

Wayne	Southgate Service Center	15100 Northline Road Southgate, MI 48195 (734) 362-3466
-------	--------------------------	---

Wayne	Employment and Training Designs, Incorporated	3693 Metro Place Mall Wayne, MI 48184 (734) 858-4284
-------	--	--

Wayne	Arab Community Center for Economic & Social Services (ACCESS)	6451 Schaefer Dearborn, MI 48126 (313) 945-8159
-------	---	---

Wayne	Employment and Training Designs, Inc.-Highland Park	13700 Woodward Detroit, MI 48203 (313) 826-0299
-------	--	---

Wayne	Livonia Service Center	30246 Plymouth Road Livonia, MI 48150 (734) 513-4900
-------	------------------------	--

Thumb Area Michigan Works! Employment and Training Consortium

Huron	Thumb Area Michigan Works! Huron County Service Center	614 N. Port Crescent Bad Axe, MI 48413 (989) 269-2311
Lapeer	Thumb Area Michigan Works! Lapeer County Service Center	323 E. Genesee P.O. Box 600 Lapeer, MI 48446 (810) 664-1680
Sanilac	Thumb Area Michigan Works! Sanilac County Service Center	213 North Elk Street P.O. Box 147 Sandusky, MI 48471 (810) 648-5800
Tuscola	Thumb Area Michigan Works! Tuscola County Service Center	1184 Cleaver Road Caro, MI 48723 (989) 673-8103

Washtenaw County Workforce Development Board-Employment Training and Community

Washtenaw	Michigan Works! Service Center	304 Harriet Street Ypsilanti, MI 48197 (734) 481-2517
-----------	--------------------------------	---

Michigan Works! West Central

Lake	Michigan Works! West Central	4459 M-37 Baldwin, MI 49304 (231) 745-2703
Mason	Michigan Works! West Central	5722 West US-10 Ludington, MI 49431 (231) 843-2563
Mecosta	Michigan Works! West Central	826 North State Street Suite B Big Rapids, MI 49307 (231) 796-0049
Newaygo	Michigan Works! West Central	4747 West 48 th Street Suite 162 Fremont, MI 49412 (231) 924-3230

Osceola	Michigan Works! West Central	240 East Church Street Reed City, MI 49677 (231) 832-3131
---------	------------------------------	---

Western Upper Peninsula Manpower Consortium

Baraga	Michigan Works! Baraga County	115 North Front L'Anse, MI 49946 (906) 524-5300
--------	-------------------------------	---

Gogebic	Michigan Works! Gogebic County	100 West Cloverland Ironwood, MI 49938 (906) 932-4059
---------	--------------------------------	---

Houghton	Michigan Works! Houghton County	1300 Memorial Drive Houghton, MI 49931 (906) 482-6916
----------	---------------------------------	---

Iron	Michigan Works! Iron County	237 East Caspian Avenue P.O. Box 670 Caspian, MI 49915 (906) 265-0532
------	-----------------------------	--

Ontonagon	Michigan Works! Ontonagon County	906 River Street Ontonagon, MI 49953 (906) 884-4753
-----------	----------------------------------	---

Total # of Service Centers: 104